

Executive Summary

Accelerating Cleanup: Focus On 2006, Discussion Draft

1. OVERVIEW

This executive summary describes the Environmental Management Program status and approach to accomplishing the accelerated cleanup.

By 2006, urgent risks at the Hanford Site will be eliminated, almost all of the costly mortgages will be reduced, tank wastes will be in the process of being immobilized, and high priority waste sites in the 100 and 300 Areas along the Columbia River will be remediated.

The 1,450-square kilometer (560-square mile) Hanford Site, located in southeastern Washington State, was acquired by the Federal Government in 1943 for the construction and operation of facilities to produce plutonium for national defense. The Site, which is managed by the U.S. Department of Energy (DOE), has been used for a variety of purposes, including

plutonium production, chemical processing, waste management, and research and development activities.

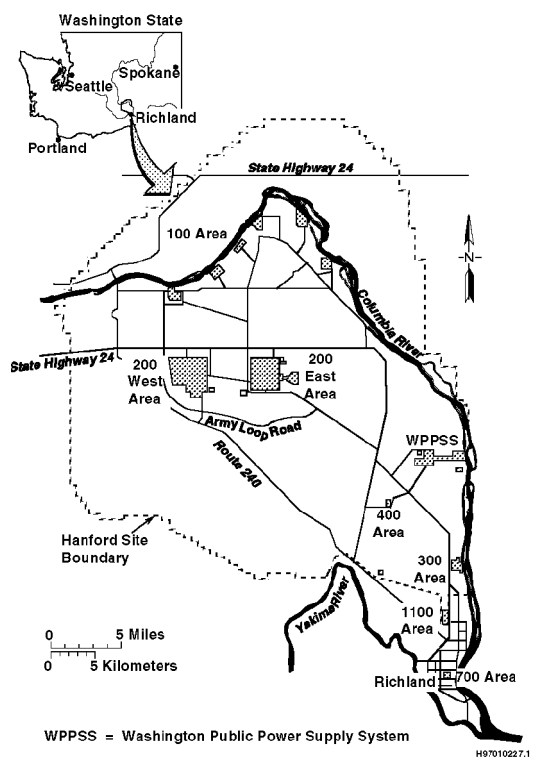
The Discussion Draft is a vision for 2006 that includes a baseline and the results that could be achieved if the Site's stretch and breakthrough goals are achieved.

Hanford's Missions

The Hanford Site's missions are to safely clean up and manage the Site's legacy waste and to develop and deploy science and technology. The *Hanford Federal Facility Agreement and Consent Order* (commonly referred to as the "Tri-Party Agreement") is the basis for the path forward for the environmental management mission. The agreement, originally signed in 1989, is between the DOE, the U.S. Environmental Protection Agency, and the Washington State Department of Ecology. It is the legal document that binds the DOE to actions that comply with the *Resource Conservation and Recovery Act of 1976 (RCRA)*; the *Comprehensive Environmental Response, Compensation and Liability Act of 1980 (CERCLA)*; Executive Order 12088; and the Washington State *Hazardous Waste Management Act*. A secondary focus of the Site's missions is to transfer a positive legacy to the community through economic diversification activities.

Many pathways and decisions depicted in this plan depend on the *National Environmental Policy Act (NEPA)*, the RCRA, and the CERCLA decision-making processes. Critical endpoint assumptions are as follows:

- Access to DOE land used for disposal of radioactive waste will remain restricted as long as necessary to ensure adequate protection of human health and the environment.



- A final decision on the comprehensive land use plan will be made in the NEPA process on the Hanford Remedial Action Environmental Impact Statement. Final decisions on cleanup levels for individual waste sites will be made in the CERCLA record-of-decision and RCRA corrective action processes.
- Nuclear materials and high-level waste eventually will be sent offsite. Interim safe, stable storage onsite will be required.
- Groundwater use will remain restricted for a yet to be determined period. Final cleanup levels will be established within individual records of decision or permit modifications.

Hanford's Priorities

The following DOE Environmental Management principles provide the basis for this Discussion Draft and the prioritization decisions associated with alternative funding levels.

- Protect worker health and safety
- Eliminate the most urgent risks
- Reduce mortgage and support costs
- Reduce generation of waste
- Create a collaborative relationship with the Tribal Nations, regulators, and stakeholders
- Focus technology development on cost and risk reduction
- Integrate waste treatment and disposal across sites.

Hanford's Projects

The following describes the major environmental management site areas containing the approximately 50 projects identified in the Discussion Draft for the environmental management mission. The major site area descriptions are aligned with the Hanford Strategic Plan goals.

Tank Waste Remediation System Project. The Tank Waste Remediation System (TWRS)

Project provides for the safe continued storage of waste in the existing single- and double-shell tanks and includes stabilization of tanks and mitigation of tank safety issues. In addition, projects provide for the characterization, removal, treatment, and ultimate onsite disposal of immobilized low-activity waste and offsite disposal of immobilized high-level waste. In the interim, the operations and maintenance of tanks continue to ensure the safety of the public and onsite workers and protection of the environment, pending final disposition of the tank waste, the tanks, and the area.

Waste Management Project. The Waste Management Project provides for the safe storage, treatment, and disposal of solid and liquid waste, both legacy and newly generated, in accordance with applicable federal and state laws and regulations. Some solid wastes are directly disposed without treatment, whereas others (e.g., transuranic) are stored and treated before onsite or offsite disposal. Handling and treatment facilities are being built for the interim management and preparation of solid waste for final disposal. Waste management provides for the interim storage of spent nuclear fuel and the immobilized high-level tank waste pending offsite disposal in a national repository and radiological decontamination of equipment for reuse, storage, and disposal. A major ongoing project is removal of spent fuel from water storage basins along the Columbia River to interim dry storage on the 200 Area Plateau.

Facility Transition Project. The Facility Transition Project transitions nuclear facilities from costly maintenance conditions to a surveillance and maintenance state that is safe and cost effective ("cheap to keep") while awaiting final disposition. This includes safe and secure management of nuclear materials awaiting final disposition. Specific ongoing projects include cleaning and deactivating facilities that are no longer operating and no longer have a mission. Completion of these projects, commonly referred to as "mortgage reduction," is

critical to make future funds available for additional site cleanup efforts.

Environmental Restoration Project. The Environmental Restoration Project provides for interim and final cleanup of waste sites and contaminated groundwater and final decontamination and decommissioning of surplus facilities. In addition, the Project provides surveillance and maintenance of facilities and waste sites before and after remediation.

The waste site and facility remediations are regulated under CERCLA and RCRA past practices and it is through these regulatory processes that the cleanup standards and subsequent endstates will be established.

Science and Technology Project. The Science and Technology Project provides for the safe and compliant operation of research facilities that support the Hanford Site technology requirements, much of which focuses on the cleanup missions of the DOE complex. Specific environmental management and technology development projects, under the direction of the DOE Headquarters, address future cleanup needs with the emphasis on reducing the cost and schedule of cleanup. In addition, the Science and Technology Project manages the national Tank Focus Area technology development activities.

Other Supporting Projects. Other projects support overall management and mission activities and maintenance of the Hanford Site infrastructure. These projects ensure adequate involvement of stakeholders, and support and ensure integration of Environmental, Safety, and Health activities in project activities. Stakeholder involvement is critical for successful cleanup and includes the continued participation of the Hanford Advisory Board, whose members represent the local community, some Tribal Nations, regulators, special interest groups, Oregon State, and Hanford Site employees.

2. SITE VISION 2006

This Discussion Draft assumes an annual Hanford Site environmental management budget of approximately \$1 billion over the next 10 years, excluding all funding for TWRS privatization contracts and national programs. The plan builds on an already accelerated pace of activities and numerous efficiencies implemented at the Hanford Site during the last few years. It commits to significant cleanup progress on the site by 2006, while recognizing that much cleanup effort will remain beyond 2006. The Hanford Site will continue to aggressively work for additional breakthroughs and cost efficiencies, including technology development, and to expand the use of privatization and fixed-priced contracting that will meet cleanup goals more quickly. The DOE Richland Operations Office has agreed to vigorously pursue a targeted goal of an additional \$2.5 billion in work-accomplished efficiency during the plan period compared with the current baseline.

COMPLIANCE

DOE's intention is for the Site to be in full compliance with applicable regulatory requirements for ongoing operations, current requirements of the Tri-Party Agreement, and DOE commitments to the Defense Nuclear Facility Safety Board (DNFSB). The DOE Richland Operations Office, working with the Site contractors, the regulatory authorities, and the DNFSB seeks out real cost efficiencies, alternate technical approaches to achieve the desired results, resolution of regulatory issues within the current legal and regulatory framework, and potential improvements in laws and regulations to allow more results with less cost in achieving a full compliance baseline. Realization of the \$2.5 billion workscope acceleration efficiency goal over the plan period will help ensure full compliance through fiscal year 2006.

PROGRESS TO DATE

Urgent Risk and Costly Mortgages Reduced

Five urgent risks have been reduced:

(1) significant quantities of highly radioactive waste have been relocated from the 300 Area to more protective storage on the remote 200 Area Plateau; (2) hydraulic containment capabilities of the spent nuclear fuel storage basins along the Columbia River have been improved awaiting transfer of the fuel to the 200 Area Plateau; (3) substantial quantities of nuclear material contained in the Plutonium Finishing Plant have been stabilized; (4) significant progress has been made on Waste Tank Safety issues, with all but 37 tanks removed from the watch list; and (5) characterization of waste in all tanks continues in order to clearly understand tank content.

Hanford Site mortgages continue to be reduced. The Uranium Trioxide facility was the first large-scale facility to complete transition and is being maintained at significantly reduced cost. The Plutonium Uranium Extraction (PUREX) Facility will be fully deactivated in 1997, followed by B Plant in 1998. Both facilities are being deactivated on significantly accelerated schedules, which will result in large-scale cost reductions that will free money for further cleanup. Additionally, some single-shell tank farms have been interim stabilized, isolated, freed of surface area contamination, and fitted with automated tank-monitoring devices to eliminate labor-intensive surveillance and maintenance.

More Cleanup Funds Applied to Field Work

In fiscal year 1994, 35% of the Environmental Restoration funds were being applied to actual cleanup work and 65% to studies. In fiscal year 1998, 77% of the funds will be applied to field work. A large waste disposal facility on the 200 Area Plateau, referred to as the Environmental Restoration Disposal Facility, began operation in 1996 and is receiving contaminated materials and soil from the 100 Areas along the Columbia River. Groundwater remediation efforts are ongoing with the emphasis on protecting the river.

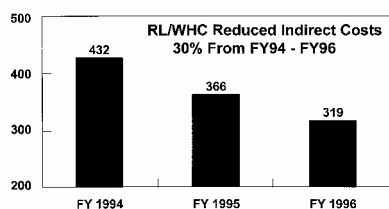
Cost Efficiencies Realized

A major effort during the last few years has been directed toward reducing the cost to clean up the Site, recognizing that limited funds will be available each year. The following list highlights some significant achievements:

- Accelerating the Spent Nuclear Fuel Project 2½ years saved more than \$250 million in total project cost. This acceleration was possible because of decisions that included completing the Hanford Waste Vitrification Plant Canister Storage Building for spent nuclear fuel storage.
- Accelerating the PUREX and B Plant deactivation schedules saved approximately \$180 million.
- Reducing annual cost for waste management by approximately 50% from 1994 to 1998, without impacting output.
- Privatizing the immobilization of the low-activity waste/high-level waste in tanks may save up to 30% in overall cleanup costs for that activity.
- Through partnering with the regulatory agencies, the Environmental Restoration Project base cost estimates for the cleanup activities have been reduced by 40%.
- Reducing the life-cycle cost of the TWRS project from over \$40 billion to \$28 billion.
- Reducing the annual cost of the TWRS operations program by approximately 50% from 1994 to 1998.

Additionally, significant reductions in indirect costs have been achieved by all Hanford Site contractors. The following chart reflects the reductions achieved by the management and operating contractor from fiscal year 1994 to fiscal year 1996.

Indirect Reductions
FY94 through FY96
(\$ in M)



LONG-TERM PLAN

Site Cleanup Schedule

The cleanup of the Hanford Site is expected to last at least 50 years. This timeframe is driven by the complexity associated with the removal, processing, and subsequent disposition of the waste contained within the 177 storage tanks and the multitude of waste sites and facilities requiring cleanup and disposition. In addition, the surplus reactors along the Columbia River are being interim stabilized, awaiting final disposition.

The Hanford Site Cleanup Schedule on page ES-6 shows the critical activities necessary to achieve cleanup of the Site.

When the cleanup mission is complete, the DOE is likely to continue in a caretaker role because of disposed waste remaining onsite. Other missions, such as the Science and Technology Project, are expected to continue beyond cleanup.

Fiscal Year 2006 Site Status

By the end of fiscal year 2006, risks and costs will be greatly reduced or eliminated, fixed mortgage costs will be significantly reduced, and efforts to clean up legacy wastes will be increased. The "minimum safe operating" portion of the Site's fixed costs will be reduced

by more than half by the end of fiscal year 2006. This will result in a higher percentage of the total budget being applied to cleanup efforts.

The projected Site status in fiscal year 2006 is shown in the table, "Projected Site Status - Vision 2006."

HIGH AND LOW FUNDING SCENARIOS

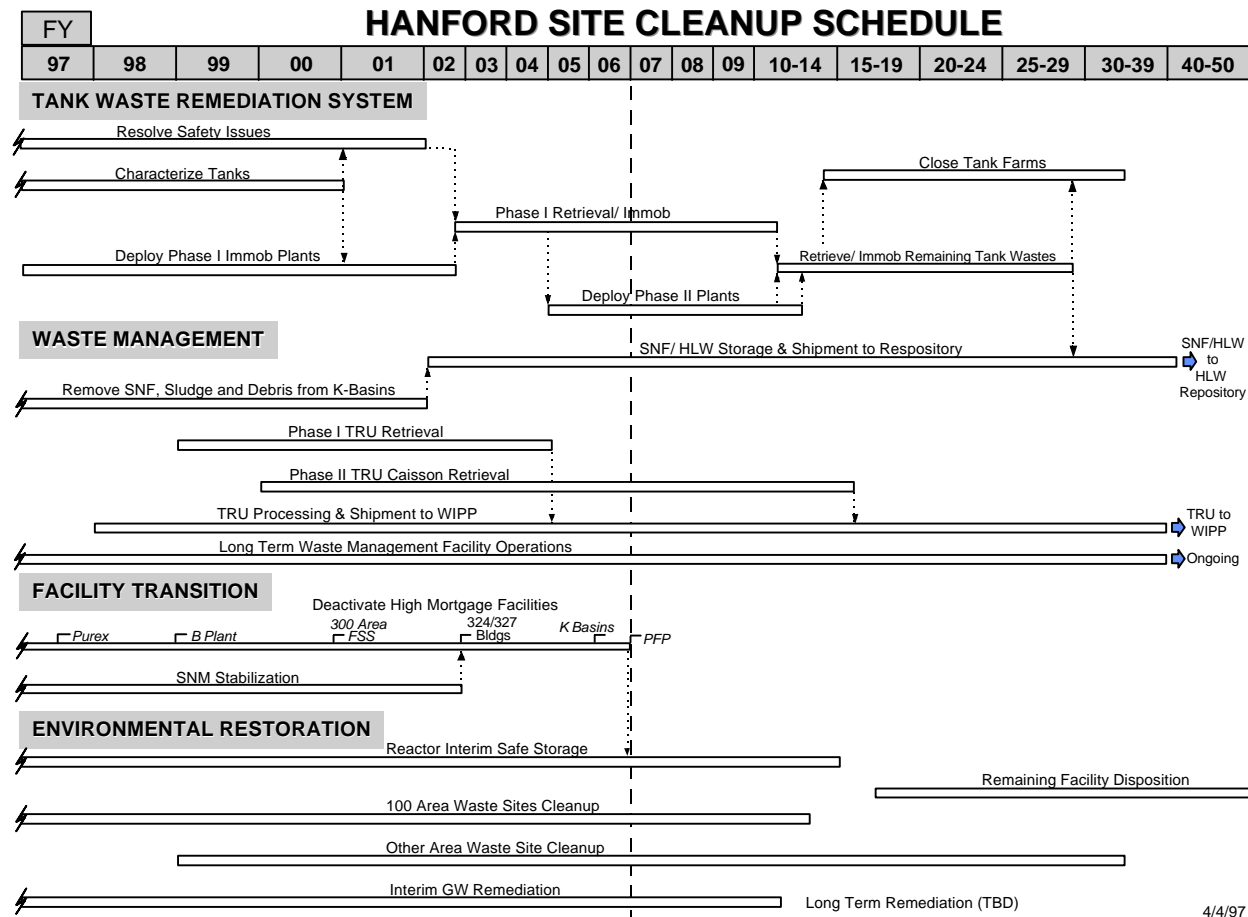
To support on-going discussions on planning assumptions within the DOE and with the Office of Management and Budget (OMB), cleanup scope, schedule and cost are addressed under two distinct funding scenarios. Application of realized cost efficiencies to additional cleanup scope could potentially mitigate the compliance impacts of the high scenario and lessen the impacts of the low scenario.

High Funding Scenario Supports 2006 Vision Endpoints

The high funding scenario (i.e., \$6.0 billion annual funding for the Environmental Management complex; approximately \$1030 million for the Hanford Site) is absolutely essential to support the Site's 2006 Vision and to provide enough funding to have the opportunity to achieve the efficiency goal of accelerating an additional \$2.5 billion of workscope into the 10-year period. Reduction from the high funding level significantly reduces the amount of funds available each year to invest in risk reduction and cleanup progress. Not achieving the progress significantly extends schedules and adds to life cycle costs. Some major impacts are discussed in the next section.

Low Funding Scenario: Impacts to 2006 Vision Endpoints

With the low funding scenario (i.e., \$5.5 billion annual funding for the Environmental Management complex; approximately \$950 million for the Hanford Site), the impacts



are significantly more acute than is the case with the high funding scenario. Under the current baseline, the Site is noncompliant with numerous enforceable agreements, further significant reductions in mortgage costs and risks are jeopardized, and the ability to accommodate emerging/expanding scope (e.g., the vadose zone) is severely restricted. Also, as is the case with the high funding scenario, much of the work planned is based on achieving the annual indirect cost reduction targets, which, in this scenario are reduced an additional \$15 million below the high funding scenario beginning in fiscal year 1999. Some of the more significant potential impacts include the following:

- Two to 10 years of increased risk to workers and the environment because of deferred disposition of stored mixed waste and transuranic waste. This deferral will increase stored waste inventories and delay shipments of waste to the Waste Isolation Pilot Plant. This impacts Tri-Party Agreement milestones M-18, M-19, and M-91, placing DOE-RL at risk for enforcement action by regulators.
- \$150 million in additional costs for a 6-year extension of surveillance and maintenance of 300 Area contaminated facilities. This added expense diverts funds from cleanup activities to accommodate recent additions of critical

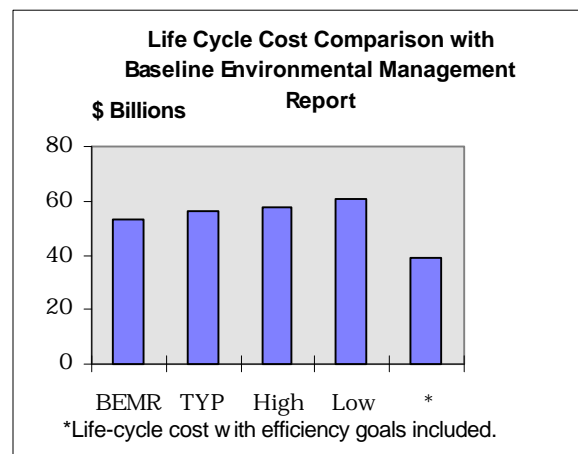
near-term activities. The extension also delays revitalization of the 300 Area for alternative economic use.

- \$34 million in additional costs for a 2-year extension of surveillance and maintenance of contaminated facilities with no currently identified mission and of facilities not expected to have a viable mission after fiscal year 2000— potentially there are 34 facilities in this group. This extension is also caused by diversion of funds from cleanup activities to accommodate recent additions of critical near-term activities.
- An 8-year delay in completing waste site assessment of the 200 Area. This delay impacts Tri-Party Agreement milestones M-13, M-15, and M-16, plus 20 or more interim milestones, placing DOE-RL at risk for enforcement action by regulators.
- A 3-year delay in interim safe storage of 100 F and 100 DR reactors increases risk to workers doing surveillance and maintenance at 100 F and 100 DR reactor facilities.

Cost of Cleanup

The accompanying chart represents the Discussion Draft life cycle costs in fiscal year 1998 dollars for completion of the cleanup mission compared with previous Baseline Environmental Management Report (BEMR) estimates. The baseline as well as the high and low funding scenario life cycle costs are shown. Compared with the BEMR estimate, increased life cycle cost of the baseline (~\$3 billion) is attributed to TWRS privatization infrastructure costs not included in BEMR, increased TWRS storage and disposal costs, and long-term waste management operations. Additional incremental costs are incurred in the high and low funding scenarios from lengthening the time to complete cleanup. If the \$2.5 billion and subsequent cost efficiencies are met, the

anticipated life-cycle cost is approximately \$39 billion and the scheduled completion is accelerated to the year 2033. Potential technology development results could further reduce the \$39 billion.



For all direct-funded Hanford Site cleanup projects, activity-based cost estimates and critical analyses have been fully developed, performed, or scheduled for 80% of the costs. In addition, independent reviews have been performed on more than 80% of the current budget cycle program costs. Together, these reviews demonstrate the validity of baseline project estimated costs.

3. PATH FORWARD/SITE-SPECIFIC STRATEGIES

Critical to meeting the currently planned end-states is the reduction of the overall fixed mortgage as soon as possible to make more funds available for cleanup. It is estimated that more than 70% of the Hanford Site budget is applied to maintaining the site in a safe condition. Therefore, high priority has been given to advancing activities that reduce the costly mortgages and other operating costs along with the risks.

Critical assumptions associated with this strategy are as follows:

- The Fast Flux Test Facility standby and, if necessary, future deactivation will be funded by Nuclear Energy.

Projected Site Status - Vision 2006 (High Funding Scenario)	
Urgent risks eliminated	<ul style="list-style-type: none"> • PFP material stabilized (2002) • All high priority tank safety issues resolved (2001) • All single-shell tank farms interim stabilized (2000) • All tanks characterized (2000) • K Basin fuel removed (2000) • K Basin spent fuel in dry storage (2001) • K Basin sludge removed (2001) • Hanford spent nuclear fuel in interim dry storage (2003)
Costly mortgages reduced	<ul style="list-style-type: none"> • Deactivated and turned over to Environmental Restoration: <ul style="list-style-type: none"> - PUREX (1997) - B Plant (1998) - T Plant (TBD) <ul style="list-style-type: none"> - <i>Breakthrough: Accelerate deactivation to no later than 2006</i> - 324 and 327 (2002) <ul style="list-style-type: none"> - <i>Stretch Goal: 2001</i> - <i>Breakthrough: 2000</i> - K Basin (2005) - 309 Building (2000) - Accelerated deactivation of 18 small facilities* • Nuclear Energy Legacy Sodium Disposition complete (2002) • ~34 vacant landlord facilities demolished* • 8 surplus facilities decontaminated and decommissioned* • Plutonium Finishing Plant deactivation complete (2006) <ul style="list-style-type: none"> - <i>Stretch Goal: 2005</i> - <i>Breakthrough: Evaluate possibility of \$30-40 million in plutonium storage cost savings by 2006</i> • 300 Area Revitalization <ul style="list-style-type: none"> - 27 contaminated buildings deactivated - 73 clean buildings decommissioned or converted to alternate use
Reactors along the Columbia River and waste sites dispositioned	<ul style="list-style-type: none"> • 4 of 9 reactors in interim safe storage <ul style="list-style-type: none"> - <i>Breakthrough: 8 of 9 reactors in safe storage</i> • 2.6 million cubic yards of soil disposed of in the Environmental Restoration Disposal Facility* <ul style="list-style-type: none"> - <i>Breakthrough: 4.0 million cubic yards</i> • 410 waste sites complete (100-200-300 Areas)* <ul style="list-style-type: none"> - <i>Breakthrough: 560 waste sites</i>
Tank waste disposal underway	<ul style="list-style-type: none"> • Waste removal initiated on 10 single-shell tanks (2006) • Approximately 6% to 13% of tank waste treated by privatized contractors (2006)* • Immobilized low-activity waste storage facilities operational; immobilized high-level waste in interim storage

Projected Site Status - Vision 2006 (High Funding Scenario)	
Stored solid waste reduced	<ul style="list-style-type: none"> • 55% of transuranic waste shipped to the Waste Isolation Pilot Plant (2006)* • 80% of mixed waste treated and disposed (2006) <ul style="list-style-type: none"> - <i>Breakthrough: 100% treated and disposed</i> • Spent nuclear fuel removed from T Plant Canyon (2001) • Operations in T Plant at hot standby (1999)

*Candidates for applying up to \$2.5 billion potential savings to accomplish additional Site cleanup.

- Minimal treatment will be required for the K-Basin sludge before transfer of the sludge to the tanks.
- Privatization operations costs and budget requirements are in addition to the current budget for Site funding.

summary opportunities are currently not included in the Hanford Site Draft Ten-Year Plan Project Baseline Summary (PBS) drafts prepared February 28, 1997. Many smaller efforts have been privatized successfully at the Hanford Site, including laundry services, mail services, and sanitary waste disposal. Privatization contracts

The High Funding Scenario is Critical to Achieving Breakthroughs, Stretch Goals, Privatization Opportunities, and Other Cost Efficiencies

The added workscope efficiency savings goal of \$2.5 billion will not reduce Hanford Site funding and will be reapplied to accomplish additional Site cleanup through 2006. The additional cleanup would include 100/200/ 300 Areas remediation; deactivation, decontamination, and decommissioning of added facilities; and treatment and final disposition of more waste. The efficiencies will not be included in the baseline until a specific plan has been developed.

The efficiency savings will include indirect cost reductions; stretch, breakthrough, and privatization opportunities; other project efficiencies (new reengineering and technology applications and management streamlining); and scope changes agreed to by regulatory authorities.

Breakthrough and stretch goal opportunities will be pursued as summarized in the table (see next page). These include further schedule accelerations, incorporation of cost-effective technologies, additional mortgage reductions, and emphasis on competitive fixed-price and privatized contracts where feasible. These

have been placed for the first phase of tank waste disposal. This is, by far, the largest privatization venture to date in the DOE complex.

4. INTERSITE/INTERSTATE INTERACTIONS

The Hanford Site routinely receives and disposes of low-level wastes from numerous sites throughout the DOE complex. Other significant interactions during the next 10 years include:

- Shipment of sodium-bonded fuel to Idaho National Engineering Laboratory. This shipment is currently restricted until fiscal year 2001.
- Shipment of transuranic waste to Waste Isolation Pilot Plant. Shipments of transuranic waste to the Waste Isolation Pilot Plant will continue for approximately 25 years beyond 2006.

Other waste is planned to be shipped offsite after the next few years. Immobilized high-level waste will be shipped to the repository at Yucca Mountain, Nevada, starting in the mid 2030's. Definitive plans need to be developed for the ultimate disposal of spent nuclear fuel and nuclear material currently stored onsite.

Additional discussions and public involvement regarding DOE movement of new waste streams and materials between sites will take place as the Environmental Management Discussion Draft, National Issue No. 1, and the National Dialogue processes unfold.

5. STAKEHOLDER INVOLVEMENT

The signing of the Tri-Party Agreement and several key stakeholder, Tribal Nation, and regulator activities have strengthened the decision-making processes. These significant events include meetings of the Future Site Uses Working Group in 1992 and the Tank Waste Task Force in 1993, and the formation of the

Summary of Potential Stretch or Breakthrough Opportunities and their Benefits (Currently NOT in Baseline)				
Project	Stretch/Breakthrough Opportunities	Benefit		
		Baseline Completion	Stretch/Breakthrough Completion	Potential Cost Savings (10 Years)
Facility Transition	Accelerate Plutonium Finishing Plant (PFP) deactivation (Stretch goal)	9/06	9/05	\$50 million
	Reduce Plutonium Storage Cost (Breakthrough)	N/A	2006	\$30-\$40 million \$500 million (life cycle)
	Accelerate 324/327 Buildings deactivation (Stretch goal)	9/02	9/01	\$15 million
	Further accelerate 324/327 Buildings deactivation through application of innovative technology (Breakthrough)	9/02	9/00	\$25 million
	Accelerate K-Basin deactivation schedule (Stretch goal)	12/05	10/04	\$16 million
	Accelerate 300 Area revitalization	TBD	TBD	\$15 million
	Accelerate T-Plant deactivation	TBD	NLT 2006	\$60 million \$450 million (life cycle)
Environmental Restoration	Limit services provided that are beyond those required in commercial industry	Ongoing	N/A	\$150 million (life cycle)
	Perform additional work on cost estimates in the Project baseline	Ongoing	N/A	\$30 million
	Reduce cost of labor through improved productivity	Ongoing	N/A	\$25 million
	Implement Federal Acquisition Streamline Act and Federal Acquisition Reform Act	Ongoing	N/A	TBD
	Finalize and implement burial ground strategy and apply emerging characterization technologies for waste sorting and segregation	Ongoing	N/A	\$200 million (life cycle)
	Optimize approach to interim safe storage of reactors and apply emerging D&D technologies	2014	2006	\$35 million (life cycle)
	Partner with the DOE Office of Science and Technology	Ongoing	N/A	TBD

Summary of Potential Stretch or Breakthrough Opportunities and their Benefits (Currently NOT in Baseline)				
Project	Stretch/Breakthrough Opportunities	Benefit		
		Baseline Completion	Stretch/Breakthrough Completion	Potential Cost Savings (10 Years)
Waste Management	Reduce CH-TRU Inventory	2006 (55%)	2006 (90%)	TBD
	Reduce CH-LLMW Inventory	2006 (80%)	2006 (100%)	TBD
	Consolidate liquid LLMW streams currently being treated elsewhere onsite (Breakthrough)	TBD	2006	TBD
	Consolidate Analytical Services (Breakthrough)	TBD	2006	TBD
Tank Waste Remediation	Reduce volume of vitrified HAW (pretreatment breakthroughs)	TBD	TBD	\$1-4 billion (life cycle)
	Review waste retrieval plans when risks are better understood*	TBD	2006	\$1-3 billion (life cycle)
	Package Cs and Sr capsules for near surface disposal (INEL's Bin 7)	TBD	TBD	\$50 million (life cycle)
	Reduce requirements for HAW canister storage capacity	TBD	TBD	\$750 million (life cycle)
	Review tank closure criteria*	TBD	2006	\$500 million (life cycle)
Science & Technology	DC arc melter glassify LLMW	TBD	TBD	\$100 million \$250 million (life cycle)
	Eliminate 300 Area dependency on 340 Facility and the Radioactive Liquid Waste System (Stretch goal)	1999	1998	TBD
	Develop and Implement a Waste Generator Cost Recovery System (Breakthrough)	TBD	TBD	TBD
Other	Outsourcing, Spin-offs, Privatization	TBD	TBD	\$100 million \$200 million (life cycle)
	Enterprise Company Cost Efficiencies	TBD	TBD	\$200 million \$600 million (life cycle)

*The Tank Waste Remediation System Final Environmental Impact Statement (DOE/EIS-0189) Record of Decision committed to formal program re-evaluations in response to National Research Council recommendations.

CH = Contact-handled

D&D = decontamination and decommissioning

DOE = U.S. Department of Energy

ETF = Effluent Treatment Facility

HAW = High Activity Waste

INEL = Idaho National Engineering Laboratory

LAW = Low Activity Waste

LLMW = Low-level mixed waste

R&D = Research and development

S&M = Surveillance and maintenance

TRU = Transuranic (waste)

WSCF = Waste Sampling and Characterization Facility

Hanford Advisory Board in 1994. In each case a wide range of regional stakeholder and Tribal Nations' interests are represented. The first two groups met for several months before issuing final reports that identified stakeholder values and principles.

The Hanford Advisory Board has become a key element in the stakeholder involvement process. Individually and collectively members of the Hanford Advisory Board and Tribal Nations have participated in planning discussions and briefings regarding a vision for 2006 since July 1996. The DOE has held monthly updates with the Washington State Department of Ecology and the U.S. Environmental Protection Agency on the status for the fiscal year 1999 budget and planning processes.

An Integrated Priority List of Hanford Site work proved to be a successful tool for developing and submitting a fiscal year 1998 budget. The development process included stakeholder participation and support. Stakeholders and Tribal representatives participated in workshops to evaluate risk, develop the Integrated Priority List, and provide advice on how to better represent stakeholder values and principles. A similar process is being used for the fiscal year 1999 budget preparation. Two workshops have been held with regulators, Tribal representatives, and stakeholders to develop the first draft fiscal year 1999 Integrated Priority List. Copies of the March 11, 1997, draft Integrated Priority List were made available for further regulator, Tribal, and stakeholder review.

On March 13, 1997, an all-day public workshop was held in Richland, Washington to discuss the fiscal year 1999 budget and the 2006 vision. Public meetings were also held in Spokane, Washington; Portland, Oregon; and Seattle, Washington. A public comment period will continue for 90 days (ending September 9, 1997) upon release of the Discussion Draft by DOE Headquarters. A Draft 2006 Plan will be released later in calendar year 1997. After an additional public comment period, the Initial 2006 Plan will be released early in calendar year 1998. Ongoing dialogue with regulators,

Tribal Nations, and stakeholders will occur through September 9, 1997, to build consistency between the vision of the Discussion Draft and its underlying Project Baseline Summaries.

Environmental Management, in a parallel effort, has asked sites to involve stakeholders in the formulation of the fiscal year 1999 budget. The Environmental Management fiscal year 1999 budget is being developed concurrently with the Discussion Draft. In July, Environmental Management will be holding a national feedback session to discuss the Environmental Management national fiscal year 1999 budget. The options and alternatives described in the discussion draft and future iterations of the 2006 Plan will impact budget formulation and execution activities. This planning process will allow Environmental Management to develop annual budgets in the context of long-term objectives.

The workscope acceleration and efficiency goals addressed in this Executive Summary have not been reflected in the Hanford Site Draft Project Baseline Summaries submitted February 28, 1997. When the Draft 2006 Plan and associated Project Baseline Summaries are released later in calendar year 1997, all documentation will be compatible.

6. OTHER OPPORTUNITIES/ISSUES

Rough Order of Magnitude Estimates.

Estimates entered into the plan for recently identified items may not be sufficient. Examples include costs for year 2000 computer software conversions, need for treatment or alternative pathway for K-Basin sludge, and analysis of the vadose zone beneath the waste tanks.

Acceleration of Tank Waste Projects. The tank waste program is currently assessing the need to accelerate the tank farm upgrades project and the double-shell tank retrieval project to ensure a reliable feed stream to the private vendors.

Indirect Reductions. The indirect target cost reductions factored into the funding scenarios are aggressive, especially at the low funding scenario level. Indirect reductions must be carefully and judiciously applied, so as not to adversely impact Environmental, Safety, and Health provisions to protect workers, the public, and the environment

TRANSITION/LINKAGE TO THE FEBRUARY 28, 1997, HANFORD SITE DRAFT TEN-YEAR PLAN